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From Vision to Performance: The Mediating Role of Organizational Culture in an Explanatory Sequential Mixed Methods Study

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ABSTRACT

This study examines how vision and mission internalization influences employee performance through the mediating role of organizational culture at PT Solusi Bangun Indonesia Tbk Tuban Plant. An explanatory sequential mixed methods design was employed. Quantitative data were collected from 150 employees using structured questionnaires and analyzed with Partial Least Squares Structural Equation Modeling (PLS-SEM), followed by thematic analysis of in-depth interviews to explain the quantitative findings. The results reveal that vision and mission internalization significantly strengthens organizational culture, while organizational culture significantly improves employee performance. However, the direct effect of vision and mission internalization on employee performance is not significant, indicating that organizational culture functions as a full mediator. Qualitative findings demonstrate that leadership role modeling, continuous communication, and the institutionalization of organizational values into daily work practices are the primary mechanisms through which strategic values become productive employee behaviors. These findings highlight that organizations should prioritize cultivating a strong organizational culture rather than relying solely on communicating strategic statements. This study is limited to a single manufacturing company, which may restrict the generalizability of the findings to other organizational and industrial contexts.

Keywords: *Employee performance; explanatory sequential; mixed methods; organizational culture; vision and mission internalization*

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Abstract & Indexing

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INTRODUCTION

In an increasingly dynamic and competitive business environment, organizations are required to sustain high levels of employee performance to maintain long-term competitiveness. Employee performance is widely recognized as a strategic organizational asset because it directly influences productivity, operational effectiveness, innovation, and organizational sustainability (Aguinis, 2023; DeNisi & Murphy, 2017). Contemporary organizations therefore no longer rely solely on employees' technical competencies but also emphasize the alignment between individual behavior and organizational strategic objectives. This strategic alignment ensures that employees understand organizational priorities and consistently translate them into work behaviors that support organizational performance (Gede, 2025). Consequently, understanding the organizational mechanisms that transform strategic intentions into employee performance has become an important issue in organizational behavior and strategic human resource management research.

One strategic mechanism that has attracted increasing scholarly attention is the internalization of organizational vision and mission. Rather than serving merely as formal statements, vision and mission provide strategic direction and organizational identity that guide employees' attitudes and behaviors (Schein, 2006). Effective internalization occurs when employees not only understand organizational values but also accept and incorporate those values into their daily work practices. Previous studies have demonstrated that successful vision and mission internalization enhances intrinsic motivation, organizational commitment, and employee engagement, ultimately contributing to improved organizational effectiveness (Nguyen & Nguyen, 2022; Viet Ha et al., 2025). From a strategic management perspective, the internalization process facilitates alignment between individual and organizational goals, enabling employees to perform their responsibilities in accordance with the organization's long-term objectives (Gede, 2025). Nevertheless, the extent to which vision and mission internalization directly translates into employee performance remains theoretically and empirically inconclusive.

Alongside strategic value internalization, organizational culture has consistently been identified as a critical determinant of employee behavior and organizational effectiveness. Organizational culture represents a system of shared values, beliefs, and norms that shapes employees' perceptions, decision-making processes, and work behaviors (Robbins & Judge, 2021). A strong organizational culture promotes collaboration, innovation, adaptability, and employee commitment while simultaneously reinforcing organizational identity (Aggarwal, 2024; Barajas, 2024). Empirical evidence further indicates that organizational culture contributes significantly to employee performance through improved job satisfaction, knowledge sharing, organizational commitment, and work motivation (Muvida et al., 2023; Putra & Nasution, 2024; Yakasaprawira et al., 2024). Accordingly, organizational culture has increasingly been viewed not only as an organizational characteristic but also as a strategic capability capable of transforming organizational values into sustainable employee performance.

Recent literature has also suggested that organizational culture may function as a mediating mechanism linking strategic organizational factors to employee outcomes. Rather than influencing performance independently, organizational culture translates strategic values into collective work practices and behavioral norms that shape employees' daily activities (Abawa & Obse, 2024; Suranata et al., 2023). Within this perspective, the effectiveness of vision and mission internalization depends largely on whether those strategic values become embedded within the organizational culture. When organizational values are consistently reinforced through leadership, communication, and everyday organizational practices,

employees are more likely to exhibit behaviors that improve organizational performance. This perspective suggests that organizational culture represents the behavioral pathway through which strategic intentions become organizational outcomes.

Despite the growing body of literature, several important research gaps remain. First, previous studies have predominantly examined the direct influence of organizational culture on employee performance without explicitly integrating vision and mission internalization within the same conceptual framework (Pham et al., 2024; Vasumathi et al., 2025). Second, although organizational culture has been proposed as a mediating construct, empirical evidence explaining how strategic organizational values are transformed into employee performance through organizational culture remains limited, particularly in developing-country contexts. Third, most previous studies have relied exclusively on quantitative approaches, providing limited explanation regarding the organizational processes underlying the observed statistical relationships (Creswell & Creswell, 2018). Consequently, there remains insufficient understanding of how organizational members experience and interpret the internalization of organizational values in their daily work environments.

These limitations are particularly relevant in Indonesia's manufacturing sector, where organizations operate within increasingly competitive and rapidly changing industrial environments. PT Solusi Bangun Indonesia Tbk Tuban Plant represents an appropriate context because the organization emphasizes strategic values, safety culture, operational excellence, and continuous organizational transformation. In such organizational settings, understanding how strategic values become embedded within organizational culture is essential for improving employee performance while maintaining sustainable organizational competitiveness. However, empirical evidence examining these relationships within the Indonesian cement manufacturing industry remains scarce, highlighting the need for further investigation.

To address these gaps, this study proposes an integrated model that examines the relationship between vision and mission internalization, organizational culture, and employee performance using an explanatory sequential mixed methods design. Quantitative analysis is employed to examine the structural relationships among the variables using Partial Least Squares Structural Equation Modeling (PLS-SEM), while qualitative interviews are subsequently conducted to explain the mechanisms underlying the quantitative findings (Creswell & Creswell, 2018). This methodological integration provides a more comprehensive understanding of how strategic organizational values influence employee performance beyond statistical associations alone.

Accordingly, this study aims to examine the effect of vision and mission internalization on employee performance and to investigate the mediating role of organizational culture in this relationship. Specifically, the study seeks to determine whether organizational culture functions as the primary mechanism through which strategic organizational values influence employee behavior and performance. The findings are expected to contribute theoretically by extending organizational culture literature through the integration of strategic value internalization and mediation perspectives, while also providing practical implications for managers in designing leadership practices, internal communication, and organizational development strategies that effectively translate strategic values into sustainable employee performance (Barajas, 2024; Setiawan & Sopiah, 2026).

METHODS OF RESEARCH

Research Design

This study employed a mixed methods approach using an explanatory sequential design, in which quantitative data collection and analysis were conducted first, followed by qualitative inquiry to explain and enrich the quantitative findings (Creswell & Creswell, 2018). This design was selected because it enables researchers to examine statistical relationships among variables while simultaneously exploring the organizational processes underlying those relationships through qualitative evidence (Ivankova et al., 2006). Such an approach is considered appropriate for organizational research because it integrates the strengths of quantitative and qualitative methods to provide a more comprehensive understanding of complex organizational phenomena (Saunders et al., 2009).

Population and Sample

The study was conducted at PT Solusi Bangun Indonesia Tbk Tuban Plant. The target population consisted of permanent employees involved in the company's operational activities. Respondents for the quantitative phase were selected using purposive sampling based on predetermined criteria, including a minimum working experience, familiarity with the company's vision and mission, and active involvement in organizational activities (Sekaran & Bougie, 2020). A total of 150 employees participated in the survey. This sample size satisfies the recommended requirement for Partial Least Squares Structural Equation Modeling (PLS-SEM), which generally requires a minimum sample ranging from five to ten times the number of measurement indicators (Saunders et al., 2009).

For the qualitative phase, key informants were selected purposively to represent managerial and operational perspectives. The informants consisted of managers, supervisors, and employees who possessed direct experience with organizational culture implementation and vision and mission internalization.

Data Collection

Quantitative data were collected using a structured questionnaire consisting of three constructs: Vision and Mission Internalization, Organizational Culture, and Employee Performance. All measurement items were adapted from established studies, including Nguyen & Nguyen (2022), Schein (2006), Robbins & Judge (2021), Armstrong & Taylor (2020), and Aguinis (2023). Responses were measured using a five-point Likert scale ranging from 1 (“strongly disagree”) to 5 (“strongly agree”) (Sekaran & Bougie, 2020).

The qualitative phase employed semi-structured in-depth interviews to obtain detailed explanations regarding the implementation of organizational values and organizational culture in daily work practices. Interview findings were complemented by organizational documents to support data triangulation and enhance research credibility (Creswell & Creswell, 2018).

Data Analysis

Quantitative data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0 software. PLS-SEM was selected because it is suitable for complex predictive models, accommodates relatively small sample sizes, and does not require strict multivariate normality assumptions (Hair et al., 2021; Henseler et al., 2015). The analysis consisted of two stages. First, the measurement model (outer model) was evaluated through indicator reliability, internal consistency reliability, convergent validity, discriminant validity, and collinearity assessment. Second, the structural model (inner model) was assessed using path coefficients, coefficient of determination (R^2), effect size (f^2),

predictive relevance (Q^2), PLS Predict, and bootstrapping procedures to examine direct, indirect, and total effects (Hair et al., 2021).

Qualitative data were analyzed using thematic analysis following the procedures proposed by (Braun, & Clarke, 2021). Interview transcripts were coded, categorized into themes, and interpreted to identify patterns explaining the quantitative results. This analytical approach enabled the identification of organizational mechanisms through which vision and mission internalization influenced organizational culture and employee performance.

Integration of Quantitative and Qualitative Findings

Integration was conducted during the interpretation stage using triangulation and joint display techniques to compare and synthesize findings from both research phases (Creswell & Creswell, 2018). The quantitative findings established the structural relationships among the variables, whereas the qualitative findings explained the organizational processes underlying those statistical relationships. The integrated interpretation provided meta-inferences regarding the role of organizational culture as the primary mechanism linking vision and mission internalization to employee performance.

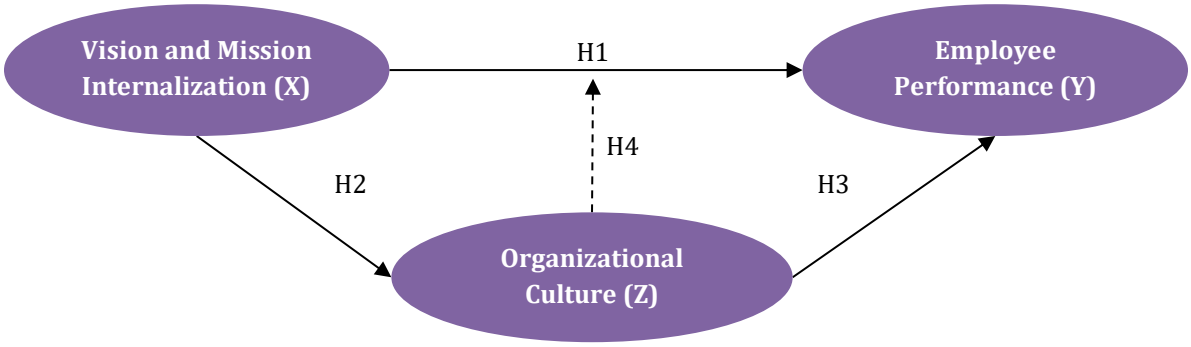


Figure 1. Research Framework
Source: Developed by the authors (2026).

RESULT AND DISCUSSION

Measurement Model Evaluation

The measurement model was evaluated to assess the reliability and validity of the measurement instruments before testing the structural relationships among the constructs. Following the recommendations of Hair et al. (2021), the evaluation included indicator reliability, internal consistency reliability, convergent validity, discriminant validity, and collinearity assessment.

Indicator Reliability

The outer loading values ranged from 0.667 to 0.879 (Figure 2). The indicators of Vision and Mission Internalization loaded between 0.667 and 0.879, Organizational Culture between 0.681 and 0.847, and Employee Performance between 0.779 and 0.820. According to Hair et al. (2021), indicator loadings above 0.70 indicate satisfactory reliability, while indicators between 0.40 and 0.70 may be retained when composite reliability and AVE satisfy the recommended thresholds. Therefore, all measurement indicators were retained for further analysis.

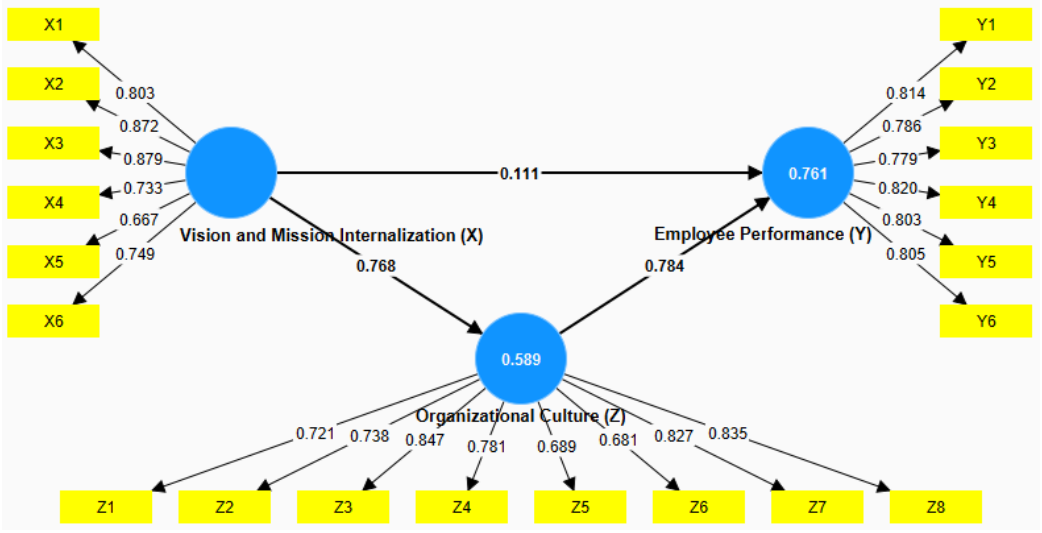


Figure 2. PLS Algorithm Results
Source**:** SmartPLS 4.0 (2026)

Internal Consistency Reliability

The reliability of each construct was evaluated using Cronbach's Alpha and Composite Reliability. As presented in Table 1, all constructs exceeded the recommended threshold of 0.70, indicating satisfactory internal consistency.

Table 1. Internal Consistency Reliability

Construct	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Vision and Mission Internalization	0.875	0.907	0.620
Organizational Culture	0.899	0.919	0.589
Employee Performance	0.889	0.915	0.642

Source**:** SmartPLS 4.0 (2026)

Convergent Validity

Convergent validity was assessed using Average Variance Extracted (AVE). As shown in Table 2, all constructs achieved AVE values above 0.50, confirming adequate convergent validity.

Table 2. Convergent Validity

Construct	Average Variance Extracted (AVE)
Vision and Mission Internalization	0.620
Organizational Culture	0.589
Employee Performance	0.642

Source**:** SmartPLS 4.0 (2026)

Discriminant Validity

Discriminant validity was examined using Cross Loadings and the Heterotrait-Monotrait Ratio (HTMT). All indicators exhibited their highest loading on the intended construct, indicating satisfactory discriminant validity based on the cross-loading criterion. The HTMT values are presented in Table 3.

Table 3. Heterotrait-Monotrait Ratio (HTMT)

Relationship	HTMT
Vision and Mission Internalization ↔ Organizational Culture	0.860
Vision and Mission Internalization ↔ Employee Performance	0.800
Organizational Culture ↔ Employee Performance	0.955

Source: SmartPLS 4.0 (2026)

Most HTMT values satisfied the recommended threshold (< 0.90). Although the HTMT value between Organizational Culture and Employee Performance slightly exceeded the guideline, the cross-loading results confirmed that each indicator loaded highest on its respective construct. Overall, the measurement model demonstrated acceptable reliability and construct validity.

Structural Model Evaluation

Following the confirmation of measurement quality, the structural model was evaluated through the coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), and hypothesis testing using bootstrapping procedures.

Coefficient of Determination (R^2)

The explanatory power of the model is presented in Table 4.

Table 4. Coefficient of Determination

Endogenous Variable	R^2	Interpretation
Organizational Culture	0.589	Moderate
Employee Performance	0.761	Substantial

Source: SmartPLS 4.0 (2026)

The results indicate that Vision and Mission Internalization explained 58.9% of the variance in Organizational Culture. Furthermore, Vision and Mission Internalization together with Organizational Culture explained 76.1% of the variance in Employee Performance, demonstrating substantial explanatory power (Hair et al., 2021).

Effect Size (f^2)

The contribution of each exogenous construct was assessed using effect size (Table 5).

Table 5. Effect Size

Relationship	f^2	Interpretation
Vision and Mission Internalization → Organizational Culture	1.434	Very Large
Organizational Culture → Employee Performance	0.054	Very Large
Vision and Mission Internalization → Employee Performance	0.021	Small

Source: SmartPLS 4.0 (2026)

The findings demonstrate that Vision and Mission Internalization exerted a very large effect on Organizational Culture, while Organizational Culture showed a very large effect on Employee Performance. Conversely, the direct effect of Vision and Mission Internalization on Employee Performance was negligible.

Predictive Relevance

Predictive capability was assessed using the PLS Predict procedure. All endogenous indicators produced positive Q^2 predict values ranging from 0.176 to 0.570, indicating that the model possesses predictive relevance (Hair et al., 2021). Moreover, comparisons between the RMSE values of the PLS-SEM model and the linear benchmark model indicated comparable or lower prediction errors for several indicators, suggesting low-to-moderate out-of-sample predictive power.

Table 6. PLS Predict Results

Indicator	Q^2predict	Interpretation
Z5	0.290	Good
Z6	0.227	Good
Z7	0.243	Good
Z8	0.330	Good
Y1	0.267	Good
Y2	0.176	Moderate
Y3	0.419	Good
Y4	0.380	Good
Y5	0.281	Good
Y6	0.368	Good

Source: SmartPLS 4.0 (2026)

Hypothesis Testing

Hypotheses were tested using the bootstrapping procedure with a significance level of 5%.

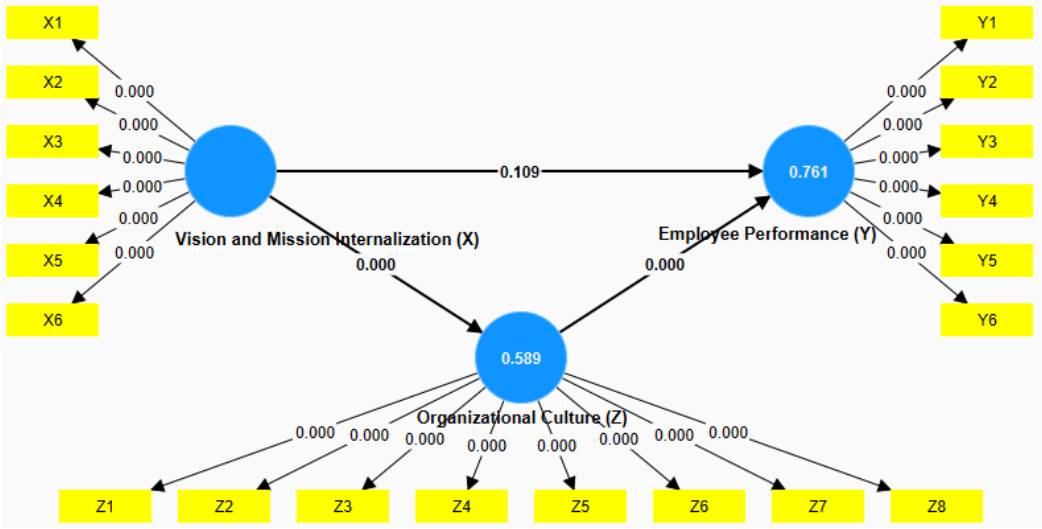


Figure 3 Bootstrapping Results
Source: SmartPLS 4.0 (2026)

Table 7. Direct Effects

Hypothesis	Path Coefficient (β)	t-value	p-value	Decision
Vision and Mission Internalization → Organizational Culture	0.768	26.803	0.000	Supported
Organizational Culture → Employee Performance	0.784	12.834	0.000	Supported
Vision and Mission Internalization → Employee Performance	0.111	1.602	0.109	Not Supported

Source**:** SmartPLS 4.0 (2026)

The results indicate that Vision and Mission Internalization significantly enhanced Organizational Culture, while Organizational Culture significantly improved Employee Performance. However, the direct relationship between Vision and Mission Internalization and Employee Performance was not statistically significant.

Mediation Analysis

The mediating role of Organizational Culture was evaluated using bootstrapping of indirect effects.

Table 8. Indirect Effects

Mediation Path	β	t-value	p-value	Conclusion
Vision and Mission Internalization → Organizational Culture → Employee Performance	0.602	11.200	0.000	Significant

*Source***:** SmartPLS 4.0 (2026)

The indirect effect was positive and statistically significant, whereas the corresponding direct effect was insignificant. According to Hair et al. (2021), this pattern indicates full mediation, suggesting that Organizational Culture serves as the principal mechanism through which Vision and Mission Internalization influences Employee Performance.

Total Effects

To evaluate the overall contribution of each construct, total effects were calculated by combining direct and indirect effects.

Table 9. Total Effects

Relationship	Total Effect	t-value	p-value
Organizational Culture → Employee Performance	0.784	12.834	0.000
Vision and Mission Internalization → Organizational Culture	0.768	26.803	0.000
Vision and Mission Internalization → Employee Performance	0.713	19.723	0.000

Source**:** SmartPLS 4.0 (2026)

Although the direct effect of Vision and Mission Internalization on Employee Performance was insignificant, the total effect became positive and significant after accounting for Organizational Culture, indicating that most of its influence was transmitted through the mediating construct.

Qualitative Findings

The qualitative phase was conducted to explain the statistical relationships identified in the quantitative analysis. Thematic analysis generated three major themes that clarify the mechanisms through which Vision and Mission Internalization influences Employee Performance through Organizational Culture.

Theme 1. Vision and Mission Internalization Strengthens Organizational Culture

Interview participants consistently explained that organizational values were reinforced through regular communication, leadership role modeling, and repeated work routines. Rather than being viewed merely as formal statements, the company's vision and mission gradually became embedded in everyday organizational practices.

A production supervisor explained:

> *"Every morning before work, we have a briefing. Besides discussing production targets, we are always reminded about safety, integrity, and the company's values. Over time, these values become habits rather than just slogans."* (Participant N3)

Similarly, an operational employee stated:

> *"The company's vision is not just something written on the wall. Our supervisors always relate our daily tasks to the company's goals, so we understand why our work is important."* (Participant N7)

Participants also emphasized that leadership consistency played a critical role in the internalization process. As one department manager noted:

> *"If leaders only instruct employees without demonstrating the same values, employees are less likely to follow. However, when leaders consistently practice those values, employees naturally adopt them."* (Participant N6)

These findings explain the strong positive relationship between Vision and Mission Internalization and Organizational Culture observed in the quantitative analysis ($\beta = 0.768$).

Theme 2. Organizational Culture Drives Employee Performance

Participants consistently described organizational culture as the primary factor supporting employee performance. Teamwork, open communication, work discipline, innovation, and safety culture were repeatedly identified as essential characteristics of the working environment.

One participant stated:

> *"Whenever problems occur on the production line, we are used to helping each other. Nobody works alone, so problems are solved much faster."* (Participant N5)

Another customer explained:

> *"Employees are encouraged to propose ideas whenever a process can be improved. Good suggestions are genuinely considered by management."* (Participant N8)

Safety culture also emerged as one of the dominant themes. An HSE supervisor explained:

> *"Production targets are important, but safety always comes first. This culture has become part of our daily behavior, so everyone automatically reminds one another to work safely."* (Participant N2)

Overall, participants agreed that organizational culture created a supportive work environment that encouraged responsibility, collaboration, and productivity, explaining why Organizational Culture exhibited the strongest influence on Employee Performance ($\beta = 0.784$).

Theme 3. Organizational Culture Translates Strategic Values into Work Behavior

The interviews also clarified why Vision and Mission Internalization did not directly influence Employee Performance. Most participants believed that understanding organizational values alone was insufficient to improve performance unless those values became part of employees' daily work practices. A maintenance employee explained:

> *"Everyone may know the company's vision, but if the work environment does not support it, it is difficult to apply. What motivates us is the supportive culture within our team."* (Participant N1)

A supervisor expressed a similar opinion:

> *"The vision provides direction, but organizational culture is what makes employees actually work according to that direction every day."* (Participant N4)

Likewise, a manager stated:

> *"Employee performance does not improve simply because employees memorize the company's vision. Performance improves when those values become everyday working habits shared by everyone."* (Participant N7)

These findings demonstrate that Vision and Mission Internalization primarily serves as the foundation for organizational values, whereas Organizational Culture functions as the mechanism that transforms those values into productive work behaviors. This qualitative evidence explains why the direct relationship between Vision and Mission Internalization and Employee Performance was statistically insignificant ($\beta = 0.111$, $p = 0.109$), whereas the indirect relationship through Organizational Culture was highly significant ($\beta = 0.602$, $p < 0.001$), confirming the role of Organizational Culture as a full mediator.

Integration of Quantitative and Qualitative Findings (Meta-Inference)

The explanatory sequential mixed methods design enabled the integration of quantitative and qualitative findings to develop a comprehensive interpretation of the research phenomenon. Quantitative analysis identified the structural relationships among Vision and Mission Internalization, Organizational Culture, and Employee Performance, whereas qualitative findings explained the organizational processes underlying these statistical relationships. Integration was conducted using a joint display approach to generate meta-inferences by comparing convergence between both datasets (Creswell & Creswell, 2018).

Table 9. Joint Display of Quantitative and Qualitative Findings

Quantitative Findings	Qualitative Theme	Meta-Inference
Vision and Mission Internalization → Organizational Culture ($\beta = 0.768$; $p < 0.001$)	Organizational values were continuously reinforced through morning briefings, leadership role modeling, routine communication, and daily work practices.	Vision and Mission Internalization becomes effective when organizational values are repeatedly communicated and demonstrated by leaders, allowing strategic values to evolve into shared organizational norms.
Organizational Culture → Employee Performance ($\beta = 0.784$; $p < 0.001$)	Employees emphasized teamwork, open communication, discipline, innovation, and safety culture as key drivers of productivity and work effectiveness.	Organizational Culture functions as the behavioral mechanism that translates shared organizational values into productive work behaviors, thereby improving employee performance.
Vision and Mission Internalization → Employee	Participants agreed that understanding the company's vision	Strategic values provide organizational direction but are insufficient to improve

Quantitative Findings	Qualitative Theme	Meta-Inference
Performance (β = 0.111; p = 0.109; not significant)	alone does not automatically improve performance unless supported by an organizational culture that reinforces those values.	performance without being institutionalized into everyday work practices through Organizational Culture.
Indirect Effect: Vision and Mission Internalization → Organizational Culture → Employee Performance (β = 0.602; p < 0.001)	Interview participants consistently described Organizational Culture as the mechanism that transforms strategic values into daily employee behaviors.	Organizational Culture serves as the primary mechanism linking strategic organizational values with employee performance, confirming its role as a full mediator.

Source: Integrated analysis of SEM-PLS and qualitative interviews (2026)

The integration of both datasets demonstrates strong convergence between the quantitative and qualitative findings. The SEM-PLS analysis established that Vision and Mission Internalization significantly strengthens Organizational Culture, while Organizational Culture exerts the strongest influence on Employee Performance. The interview findings provide contextual explanations by revealing that organizational values become meaningful only when they are consistently reinforced through leadership role modeling, continuous communication, and routine organizational practices. These processes enable employees to internalize organizational values and transform them into shared behavioral norms.

Furthermore, the qualitative findings clarify why the direct relationship between Vision and Mission Internalization and Employee Performance was not statistically significant. Participants consistently emphasized that understanding the company's vision and mission alone does not automatically influence work performance. Instead, performance improvements occur when organizational values are embedded within the organizational culture and practiced collectively through collaboration, discipline, innovation, and safety-oriented behaviors. These findings explain the statistical evidence showing that Organizational Culture fully mediates the relationship between Vision and Mission Internalization and Employee Performance.

Overall, the integration of quantitative and qualitative evidence produces a central meta-inference: Vision and Mission Internalization primarily establishes strategic direction, whereas Organizational Culture transforms these strategic values into collective work behaviors that enhance Employee Performance. Consequently, Organizational Culture should be viewed not merely as an organizational characteristic but as the principal organizational mechanism through which strategic values are translated into sustainable employee performance. This integrated interpretation extends previous organizational culture research by demonstrating that the effectiveness of strategic value internalization depends largely on the organization's ability to institutionalize those values into everyday work practices through a strong and consistent organizational culture.

Vision and Mission Internalization Strengthens Organizational Culture

The first finding demonstrates that Vision and Mission Internalization has a positive and significant effect on Organizational Culture. This result indicates that organizational values become more deeply embedded when employees continuously understand, accept, and implement the organization's strategic vision and mission. Rather than functioning merely as formal strategic statements, vision and mission serve as shared organizational values that guide employees' daily behaviors and interactions. Consequently, organizations that consistently communicate and reinforce their strategic values are more likely to develop a cohesive organizational culture.

This finding is consistent with Schein (2006), who argues that organizational values evolve into organizational culture only after they are repeatedly reinforced through socialization, organizational learning, and shared experiences. From the perspective of strategic management, vision and mission provide strategic direction; however, their effectiveness depends on how successfully organizations translate those strategic intentions into employees' everyday behaviors (Viet Ha et al., 2025). Likewise, Gede (2025) reported that strategic alignment strengthens employee engagement by creating a common understanding of organizational objectives. The present study extends these findings by demonstrating that strategic alignment contributes not only to employee engagement but also to the development of organizational culture through continuous value internalization.

The qualitative findings further enrich this interpretation. Interview participants consistently described that organizational values were reinforced through morning briefings, continuous communication, leadership role modeling, and routine operational activities. Employees emphasized that organizational values gradually became habitual practices rather than formal organizational slogans. These findings suggest that the internalization process occurs through continuous social learning, whereby employees adopt organizational values by observing leadership behaviors and repeated organizational routines. Therefore, this study extends previous literature by demonstrating that the effectiveness of Vision and Mission Internalization depends not only on the clarity of organizational statements but also on leadership consistency and the institutionalization of organizational values within everyday work practices.

Organizational Culture as the Primary Driver of Employee Performance

The second major finding reveals that Organizational Culture exerts the strongest positive influence on Employee Performance. This result suggests that employees achieve higher levels of performance when organizational values encourage collaboration, communication, discipline, innovation, and collective responsibility. Rather than improving performance solely through formal organizational systems, a strong organizational culture creates behavioral norms that support productive work practices across the organization.

This finding supports Robbins & Judge (2021), who describe organizational culture as a system of shared values that shapes employees' behavior and directs organizational members toward common goals. It also aligns with the Resource-Based View, which recognizes organizational culture as an intangible strategic resource capable of generating sustainable competitive advantage because it is difficult for competitors to imitate (Barney, 2021). Within the present study, Organizational Culture functions as such a strategic capability by creating an environment that facilitates collaboration, open communication, accountability, and operational effectiveness.

The results are also consistent with previous empirical studies showing that Organizational Culture positively influences Employee Performance (Pham et al., 2024; Putra & Nasution, 2024; Vasumathi et al., 2025; Yaksaprawira et al., 2024). While previous studies primarily emphasized the direct relationship between organizational culture and employee outcomes, the present research provides additional qualitative evidence explaining the mechanisms underlying this relationship. Participants consistently reported that teamwork, communication, knowledge sharing, continuous improvement, and safety culture created an environment in which employees were motivated to perform more effectively. Consequently, Organizational Culture improves employee performance not merely through formal organizational rules but by establishing shared behavioral expectations that become embedded within employees' daily work routines.

Vision and Mission Internalization Does Not Directly Improve Employee Performance

One of the most noteworthy findings is that Vision and Mission Internalization does not have a statistically significant direct effect on Employee Performance. Although employees may understand the organization's strategic direction, such understanding alone does not automatically translate into improved work performance. This finding indicates that strategic awareness is a necessary but insufficient condition for enhancing employee performance.

This result differs from several previous studies that reported a direct positive relationship between strategic value internalization and employee performance (Gede, 2025; Viet Ha et al., 2025). The difference suggests that the relationship between strategic values and performance is more complex than previously assumed and may depend on intervening organizational mechanisms. Rather than contradicting earlier findings, the present study indicates that organizational context determines whether strategic values can influence employee behavior directly.

The qualitative findings provide an explanation for this statistical result. Most participants emphasized that understanding the company's vision and mission alone does not change employees' behavior unless those values are consistently practiced throughout the organization. Employees explained that supportive teamwork, leadership commitment, and shared organizational norms were more influential than simply knowing the company's strategic statements. This interpretation is consistent with Schein (2006), who argues that organizational values influence employee behavior only after becoming basic underlying assumptions embedded within organizational culture. Therefore, Vision and Mission Internalization primarily provides strategic direction, whereas Organizational Culture transforms that direction into actual employee behavior.

Organizational Culture Fully Mediates the Relationship Between Vision and Mission Internalization and Employee Performance

The mediation analysis demonstrates that Organizational Culture fully mediates the relationship between Vision and Mission Internalization and Employee Performance. Although the direct effect of Vision and Mission Internalization was insignificant, the indirect effect through Organizational Culture was positive and highly significant. This finding indicates that strategic organizational values improve employee performance only after they have been transformed into shared organizational norms and behavioral practices.

The finding reinforces previous studies suggesting that Organizational Culture functions as a mechanism through which organizational values influence employee outcomes (Muvida et al., 2023; Suranata et al., 2023; Yaksaprawira et al., 2024). However, this study extends the existing literature by demonstrating that Organizational Culture is not merely an intervening variable but the principal organizational mechanism that operationalizes strategic values into productive work behavior.

The integration of quantitative and qualitative findings provides stronger evidence for this conclusion. Quantitative analysis identified Organizational Culture as a full mediator, whereas qualitative findings explained how repeated communication, leadership role modeling, and routine organizational practices transformed organizational values into employees' daily work behaviors. Participants consistently reported that vision and mission become meaningful only after being institutionalized within organizational culture. These integrated findings therefore produce a broader theoretical explanation than either quantitative or qualitative evidence alone.

From a theoretical perspective, this study contributes to organizational behavior literature by integrating strategic management and organizational culture perspectives within an explanatory sequential mixed methods framework. The findings suggest that Vision and Mission Internalization should not be conceptualized as an independent determinant of Employee Performance but rather as the initial strategic process that shapes Organizational Culture, which subsequently drives employee behavior. This perspective enriches existing organizational culture theory by explaining the organizational mechanisms through which strategic organizational values become behavioral outcomes.

From a practical perspective, the findings imply that organizations should move beyond communicating their vision and mission through formal documents or periodic socialization programs. Instead, managers should institutionalize strategic values through consistent leadership behavior, continuous internal communication, employee development initiatives, and organizational routines that reinforce desired behaviors. Such an approach enables organizational values to become embedded within Organizational Culture, thereby producing sustainable improvements in Employee Performance. For organizations undergoing strategic transformation, particularly in the manufacturing sector, cultivating a strong Organizational Culture may therefore represent the most effective pathway for translating strategic intentions into long-term organizational performance.

CONCLUSION

This study examined the relationship between Vision and Mission Internalization, Organizational Culture, and Employee Performance using an explanatory sequential mixed methods approach. The findings demonstrate that Vision and Mission Internalization significantly strengthens Organizational Culture, while Organizational Culture has a significant positive effect on Employee Performance. However, Vision and Mission Internalization does not directly improve Employee Performance. Instead, its influence is fully transmitted through Organizational Culture, indicating that organizational values contribute to higher employee performance only after they are embedded in shared organizational norms and daily work practices. The qualitative findings reinforce this conclusion by showing that continuous communication, leadership role modeling, and the consistent implementation of organizational values are essential processes through which strategic intentions become productive employee behaviors. These integrated findings highlight that Organizational Culture serves as the key organizational mechanism linking strategic values with sustainable employee performance.

This study contributes to the understanding of how strategic organizational values are translated into employee outcomes by demonstrating the central role of Organizational Culture in the internalization process. Practically, the findings suggest that organizations should move beyond formal communication of vision and mission and instead integrate these values into leadership practices, internal communication systems, employee development programs, and everyday organizational routines to strengthen organizational culture and improve employee performance.

Despite these contributions, the study has several limitations. The research was conducted within a single manufacturing company, which may limit the generalizability of the findings to other organizational settings and industries. In addition, the study focused on Organizational Culture as the sole mediating variable. Future research is therefore encouraged to examine different industrial contexts, employ longitudinal research designs to capture changes over time, and incorporate additional organizational

variables, such as transformational leadership, employee engagement, organizational commitment, or organizational climate, to provide a broader understanding of the mechanisms influencing employee performance. Such efforts will strengthen both theoretical development and managerial practices in organizational performance management.

AUTHOR CONTRIBUTIONS

The first author, Antok Mujianto, contributed to the conceptualization of the study, development of the research framework, research methodology, data collection, quantitative and qualitative data analysis, and preparation of the initial manuscript. The second author, Nurhidayah, contributed to the development of the theoretical framework, validation of the research instruments, interpretation of the research findings, and critical review of the manuscript. The third author, Ronny Malavia Mardani, contributed to methodological refinement, interpretation and integration of the quantitative and qualitative findings, and substantive revision of the manuscript. All authors participated in the discussion of the research findings, critically reviewed the manuscript, approved the final version for publication, and accept responsibility for the integrity and accuracy of the work.

CONFLICT OF INTEREST

The authors declare that they have no financial or non-financial conflicts of interest that could have influenced the research design, data collection, data analysis, interpretation of the findings, preparation, or publication of this article.

ARTIFICIAL INTELLIGENCE (AI) USE STATEMENT

The authors declare that Grammarly and DeepL Pro were utilized as language-support tools during the preparation of this manuscript. DeepL Pro was employed exclusively to assist with English translation, whereas Grammarly was used to refine grammar, enhance linguistic clarity, and ensure consistency in academic writing style. Neither tool was used to develop the research ideas, produce or modify research data, conduct data analysis, interpret the findings, or formulate the conclusions. The authors affirm that the manuscript reflects their original scholarly work and intellectual contributions and accept full responsibility for its content, accuracy, and integrity.

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